

Approved For Release 1999/09/08 : CIA-RDP80-01826R001000150001-8

EXECUTIVE COMMITTEE FINAL ACTION
8 AUGUST 1962

RECOMMENDATIONS

1. STRENGTHEN STATE'S CAPACITY TO ASSIST THE PRESIDENT IN PROVIDING LEADERSHIP AND COORDINATION IN FOREIGN AFFAIRS.
2. ESTABLISH IN STATE A NEW POST OF EXECUTIVE UNDER SECRETARY.
3. ESTABLISH A SYSTEM FOR TRANSLATING FOREIGN POLICY OBJECTIVES INTO ACTION PROGRAMS THAT CAN BE PROJECTED INTO THE FUTURE AND USED AS A BASIS FOR ESTIMATING FUTURE PERSONNEL AND OTHER NEEDS.
4. PROVIDE A CAREER FOREIGN SERVICE FOR THE PERMANENT PROFESSIONAL PERSONNEL IN USIA.
5. PROVIDE A CAREER FOREIGN SERVICE FOR THE CORE PROFESSIONAL PERSONNEL OF AID.
6. ORGANIZE THE FOREIGN SERVICES OF STATE, USIA, AND AID INTO A FAMILY OF COMPATIBLE SERVICES GOVERNED BY UNIFORM STATUTORY PROVISIONS REGARDING PERSONNEL MANAGEMENT THAT PROVIDE:
 - A. SUBSTANTIAL UNIFORMITY IN PERSONNEL POLICIES AND EQUALITY IN CONDITIONS OF SERVICE;
 - B. JOINT CONDUCT OF PERSONNEL OPERATIONS WHEREVER DESIRABLE;
 - C. SYSTEMATIC INTERCHANGE OF PERSONNEL AND PROVISION FOR LATERAL TRANSFER; AND
 - D. CONSIDERATION OF SENIOR PERSONNEL OF ALL THREE SERVICES IN FILLING TOP EXECUTIVE POSTS IN FOREIGN AFFAIRS.
7. ESTABLISH AN INTERAGENCY BOARD OF FOREIGN AFFAIRS PERSONNEL TO ASSIST THE EXECUTIVE UNDER SECRETARY BRING ABOUT PARALLEL POLICIES AND, WHERE DESIRABLE, JOINT OPERATIONS. EACH AGENCY SHOULD HAVE PRIMARY RESPONSIBILITY FOR PERSONNEL ACTIONS AFFECTING INDIVIDUAL EMPLOYEES.
8. BRING WITHIN THE STRUCTURE OF THE FOREIGN AFFAIRS SERVICES THE PERSONNEL OF THE FOREIGN AFFAIRS AGENCIES IN THE U.S. WHO ARE NOW IN THE CIVIL SERVICE SYSTEM.
9. CATEGORIZE PERSONNEL TO DISTINGUISH BETWEEN CAREER AND NON-CAREER AND BETWEEN PROFESSIONAL EMPLOYEES. IDENTIFY SEPARATELY THE RESPECTIVE SERVICES OF STATE, USIA, AND AID. PLACE ALL U.S. CITIZEN PERSONNEL UNDER A SINGLE GRADE STRUCTURE AND PAY SCALE.
10. GRANT COMMISSIONS TO SERVE IN DIPLOMATIC OR CONSULAR CAPACITIES TO THE OVERSEAS CAREER OFFICERS OF ALL THREE FOREIGN AFFAIRS AGENCIES AT THE TIME THEY RECEIVE THEIR PRESIDENTIAL APPOINTMENTS. OTHERWISE, SUCH COMMISSIONS OR DESIGNATIONS SHOULD BE GRANTED AS REQUIRED, SUBJECT TO APPROVAL OF THE SECRETARY OF STATE.
1. NO SPECIFIC ACTION CONTEMPLATED SINCE THIS WAS A BROAD, GENERAL EXHORTATION.
2. DISAPPROVED AT HIGHER LEVEL. NO ACTION TO BE TAKEN.
3. APPROVED. EACH AGENCY TO IMPLEMENT WITHIN EXISTING LEGISLATION.
4. DISAPPROVED. NO LEGISLATION TO BE REQUESTED. USIA OFFICERS TO BE MADE FSO'S UNDER PRESENT LAWS HOWEVER.
5. DISAPPROVED. SAME AS 4. AID OFFICERS TO BE FSO'S ALSO.
6. DISAPPROVED. NO LEGISLATION TO BE REQUESTED. GREATER CONSULTATION AMONG AGENCIES RE PERSONNEL DECISIONS HOWEVER.
7. APPROVED.
8. DEFERRED PENDING FURTHER STUDY.
9. DISAPPROVED. NO LEGISLATION TO BE REQUESTED.
10. DISAPPROVED. NO LEGISLATION TO BE REQUESTED.

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| 11. THE FOREIGN SERVICE OF THE UNITED STATES SHOULD, AS A GENERAL RULE, SERVE AS THE VEHICLE FOR THOSE OVERSEAS ACTIVITIES OF THE OTHER AGENCIES OF THE GOVERNMENT WHICH, THOUGH PRIMARILY DOMESTIC, HAVE AN IMPORTANT BEARING ON FOREIGN POLICY; FOR THIS PURPOSE, ITS PERSONNEL ADMINISTRATION SHOULD BE MODIFIED TO ACCOMMODATE BETTER THE NEEDS AND INTERESTS OF THOSE AGENCIES. | 11. DISAPPROVED. NO LEGISLATION TO BE REQUESTED. |
| 12. ESTABLISH IN EACH AGENCY MANPOWER PLANNING MACHINERY TO ASSESS AND PROJECT MANPOWER REQUIREMENTS FIVE TO TEN YEARS IN ADVANCE IN TERMS OF NUMBERS, KINDS, AND DEPLOYMENT. | 12. APPROVED. EACH AGENCY TO IMPLEMENT WITHIN EXISTING LEGISLATION. |
| 13. THE ENTRANCE LEVELS OF JUNIOR OFFICERS INTO THE CAREER PROFESSIONAL SERVICES OF THE FOREIGN AFFAIRS AGENCIES SHOULD BE CLASSES 8, 7, AND 6. AID SHOULD RECRUIT PROPORTIONATELY MORE JUNIOR OFFICERS IN STAFFING ITS PROGRAM. | 13. DISAPPROVED. NO LEGISLATION TO BE REQUESTED. |
| 14. MERGE THE EFFORTS OF STATE, USIA, AND AID TO RECRUIT JUNIOR OFFICERS INTO THEIR CAREER FOREIGN SERVICES. | 14. APPROVED. THE 3 AGENCIES, WORKING CLOSELY IN CONCEPT, TO IMPLEMENT BY ADMINISTRATIVE ACTION. |
| 15. STRENGTHEN THE ENTRANCE EXAMINING PROCESSES OF STATE, USIA, AND AID FOR JUNIOR OFFICERS AND ADMINISTER THEM UNDER STANDARDS AND PRECEPTS RECOMMENDED BY A JOINT BOARD OF EXAMINERS. | 15. APPROVED. |
| 16. GEAR THE EXAMINATION AND APPOINTMENT PROCESS FOR JUNIOR OFFICERS TO THE RHYTHM OF THE EMPLOYMENT MARKET AT ACADEMIC INSTITUTIONS AND GREATLY SPEED IT UP. | 16. APPROVED. EACH AGENCY TO IMPLEMENT WITHIN EXISTING LEGISLATION. |
| 17. SUPPLEMENT THE RECRUITMENT OF JUNIOR OFFICERS BY A POSITIVE PROGRAM TO SEEK OUT AND BRING INTO THE CAREER SERVICES AT INTERMEDIATE AND HIGHER LEVELS EXPERIENCED PERSONS OF HIGH QUALITY, PARTICULARLY TO MEET SPECIALIZED NEEDS, SUBJECT TO RIGOROUS COMPETITIVE EXAMINATION. | 17. APPROVED. |
| 18. USE A POSITIVE RECRUITMENT PROGRAM AND VIGOROUS COMPETITIVE EXAMINING PROCESS IN THE APPOINTMENT OF RESERVE OFFICERS FOR LIMITED PERIODS OF SERVICE. THE RESERVE VEHICLE SHOULD BE REGARDED AS SUPPLEMENT TO THE CAREER SERVICES IN MEETING TEMPORARY AND SPECIALIZED REQUIREMENTS. | 18. APPROVED. EACH AGENCY TO IMPLEMENT WITHIN EXISTING LEGISLATION. |
| 19. THE COMPLEXITY OF MODERN FOREIGN AFFAIRS REQUIRES THAT COMPREHENSIVE CAREER DEVELOPMENT PROGRAMS BE UTILIZED AS A NECESSARY TOOL OF MANAGEMENT AND THAT CAREER DEVELOPMENT UNITS IN THE THREE AGENCIES BE STRENGTHENED. | 19. APPROVED. SAME AS 18. |

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| 20. EVERY OFFICER SHOULD BE IDENTIFIED WITH A PRIMARY CAREER LINE, AND MOST OFFICERS SHOULD HAVE EXPERIENCE IN AT LEAST TWO. THE HIGHLY COMPETENT FUNCTIONAL SPECIALIST SHOULD BE ABLE TO ADVANCE TO CLASS 1. IN ADDITION, THERE SHOULD BE AN EXECUTIVE CAREER LINE FOR PERSONS OCCUPYING OR QUALIFIED TO OCCUPY HIGH EXECUTIVE POSTS. APPROPRIATE NUMBERS OF PERSONS IN MOST MAJOR FUNCTIONAL FIELDS SHOULD BE GIVEN TRAINING AND EXPERIENCE NECESSARY TO DEVELOP GEOGRAPHIC AREA EXPERTISE. | 20. APPROVED. SAME AS 18. |
| 21. THE FOLLOWING STAGES OF A FOREIGN AFFAIRS CAREER SHOULD BE EXPLICITLY RECOGNIZED AND TREATED DISTINCTIVELY FROM A PERSONNEL STANDPOINT:
(1) JUNIOR OFFICERS - CLASSES 8, 7, AND 6;
(2) MID-CAREER OFFICERS - CLASSES 5, 4 AND 3;
(3) SENIOR OFFICERS - CLASS 2 AND HIGHER. | 21. APPROVED. SAME AS 18. |
| 22. PROMOTION FROM THE JUNIOR TO THE MID-CAREER STAGE, AND FROM THE MID-CAREER TO THE SENIOR STAGE, SHOULD BE REGARDED AS THE PIVOTAL POINTS OF A FOREIGN AFFAIRS CAREER. OFFICERS SHOULD BE "SELECTED INTO" SUCCEEDING STAGES ONLY AFTER ESPECIALLY INTENSIVE REVIEW AND EVALUATION. | 22. APPROVED. SAME AS 18. |
| 23. PANELS ESTABLISHED TO RECOMMEND PROMOTIONS SHOULD BE GUIDED GENERALLY BY ESTIMATES OF CURRENT AND FUTURE REQUIREMENTS OF SPECIALIZED NEEDS; AND THE MAKEUP AND PROCEDURES OF SUCH PANELS SHOULD BE SO DEVISED AS TO ASSURE EQUITABLE COMPETITION AMONG OFFICERS IN DIFFERENT SPECIALIZED FIELDS. | 23. APPROVED. SAME AS 18. |
| 24. THE RANK OF CAREER MINISTER AND CAREER AMBASSADOR SHOULD BE OPEN TO QUALIFIED CAREER OFFICERS IN AID AND USIA. PROMOTIONS TO THESE RANKS SHOULD BE RECOMMENDED BY THE BOARD OF FOREIGN AFFAIRS PERSONNEL, AND EXPERIENCE IN AT LEAST TWO FOREIGN AFFAIRS AGENCIES SHOULD BECOME A NORMAL QUALIFICATION FOR SUCH PROMOTIONS. | 24. DISAPPROVED. NO LEGISLATION TO BE REQUESTED. |
| 25. DEVISE AN IMPROVED SYSTEM FOR EVALUATING EMPLOYEE PERFORMANCE AND CAPABILITIES. APPLY THE BASIC ELEMENTS OF THE SYSTEM UNIFORMLY AMONG THE THREE FOREIGN AFFAIRS AGENCIES. | 25. APPROVED. SAME AS 18. |
| 26. THE SENIOR EXECUTIVES OF THE FOREIGN AFFAIRS AGENCIES SHOULD CONSTITUTE A POOL OF TALENT FOR KEY ASSIGNMENTS, WHERE APPROPRIATE, ACROSS AGENCY LINES. | 26. APPROVED. THE 3 DIRECTORS OF PERSONNEL TO WORK OUT PLAN TO IMPLEMENT. |
| 27. ALL THE FOREIGN AFFAIRS AGENCIES SHOULD HAVE SELECTION-OUT AUTHORITY, BUT SELECTION-OUT FOR TIME IN CLASS SHOULD BE ELIMINATED. | 27. DISAPPROVED. NO LEGISLATION TO BE REQUESTED. |
| 28. ASSIST EMPLOYEES WHO ARE INVOLUNTARILY SEPARATED TO FIND OTHER EMPLOYMENT. | 28. APPROVED. EACH AGENCY TO IMPLEMENT WITHIN EXISTING LEGISLATION. |
| 29. PLACE OFFICERS IN THE CAREER FOREIGN SERVICES OF USIA AND AID UNDER THE FOREIGN SERVICE RETIREMENT SYSTEM, AMEND LEGISLATION APPLICABLE TO THAT SYSTEM TO PROVIDE FOR AUTOMATIC COST-OF-LIVING ADJUSTMENTS OF ANNUITIES. | 29. DISAPPROVED. NO LEGISLATION TO BE REQUESTED. |

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30. ELIMINATE, TO THE MAXIMUM PRACTICABLE EXTENT, DIFFERENCES IN BENEFITS ACCORDED OVERSEAS EMPLOYEES OF COMPARABLE RANK AND RESPONSIBILITY IN THE DIFFERENT FOREIGN AFFAIRS AGENCIES. 30. APPROVED.
31. ENLARGE SUBSTANTIALLY OPPORTUNITIES AND PROGRAMS FOR TRAINING AND FURTHER EDUCATION OF PROFESSIONAL FOREIGN AFFAIRS PERSONNEL, BOTH THROUGH GOVERNMENTAL AND OUTSIDE INSTITUTIONS. 31. APPROVED. EACH AGENCY TO IMPLEMENT WITHIN EXISTING LEGISLATION.
32. ESTABLISH A NATIONAL FOREIGN AFFAIRS COLLEGE REPLACING THE FOREIGN SERVICE INSTITUTE, TO PROVIDE IN-SERVICE TRAINING AT AN ADVANCED LEVEL FOR PROFESSIONAL PERSONNEL. 32. APPROVED AT HIGHER LEVEL. LEGISLATION REQUESTED.
33. THE NATIONAL FOREIGN AFFAIRS COLLEGE, AS WELL AS THE TRAINING DIVISIONS IN EACH AGENCY, SHOULD DEVELOP AND COORDINATE PLANS FOR INDIVIDUAL TRAINING PROGRAMS. THE COLLEGE SHOULD EVALUATE TRAINING COURSES, WHEREEVER TAUGHT; CONSOLIDATE PRESENT AND ANTICIPATED NEEDS OF THE AGENCIES; AND PLAN FOR NEW OR REVISED COURSES AT THE COLLEGE OR ELSEWHERE. 33. APPROVED.
34. TRAINING AND EDUCATION PROGRAMS SHOULD BE CONCEIVED AND DESIGNED AS INTEGRAL ELEMENTS OF CAREER DEVELOPMENT, AND MESHED WITH THE STAGES IN EACH OFFICER'S CAREER. 34. APPROVED. EACH AGENCY TO IMPLEMENT WITHIN EXISTING LEGISLATION.
35. AID SHOULD ESTIMATE PRESENT AND FUTURE NEEDS FOR SPECIALIZED PERSONNEL IN EACH SUBJECT-MATTER FIELD, BASED ON ITS POLICIES AND OBJECTIVES WITH RESPECT TO EACH OVERSEAS COUNTRY. 35. FOR ACTION BY AID.
36. AID SHOULD ENCOURAGE EDUCATIONAL INSTITUTIONS WHICH TRAIN PROFESSIONALS IN SPECIALTIES INVOLVED IN INTERNATIONAL DEVELOPMENT TO BUILD THE FIELD OF DEVELOPMENT INTO THE PROFESSIONS THEMSELVES. AID SHOULD ALSO ENCOURAGE EMPLOYERS OF SUCH PROFESSIONALS TO MAKE THEM AVAILABLE FOR OVERSEAS ASSIGNMENTS WITHOUT DISADVANTAGE TO THE INDIVIDUALS CONCERNED. 36. SAME AS 35.
37. EXCEPT FOR A SMALL NUMBER OF PLANNERS AND MANAGERS, AID SHOULD NOT OFFER CAREER STATUS TO PROFESSIONAL SPECIALISTS. 37. SAME AS 35.
38. AID SHOULD HAVE FLEXIBLE PROCEDURES FOR ENGAGING ITS TEMPORARY SPECIALISTS. 38. SAME AS 35.
39. AID SHOULD INSTITUTE AN AGGRESSIVE RECRUITING PROGRAM FOR PROFESSIONAL SPECIALISTS. 39. SAME AS 35.
40. AID SHOULD PROVIDE A FUNDAMENTAL ORIENTATION FOR NEW PROFESSIONAL PERSONNEL PRIOR TO THEIR ASSIGNMENT OVERSEAS. 40. SAME AS 35.

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| <p>41. SUBMIT TO CONGRESS IMMEDIATELY DRAFT LEGISLATION FOR AN OFFICE OF EXECUTIVE UNDER SECRETARY OF STATE, AND FOR A NATIONAL FOREIGN AFFAIRS COLLEGE. THEN FOLLOW THIS WITH A COMPREHENSIVE BILL FOR THE ESTABLISHMENT OF A FOREIGN AFFAIRS PERSONNEL SYSTEM.</p> <p>42. UNDERTAKE, WITHOUT DELAY, ADMINISTRATIVE IMPROVEMENTS NOT REQUIRING NEW LEGISLATIVE AUTHORITY. THESE INCLUDE: PROGRAMMING SYSTEMS, MANPOWER PLANNING, STRENGTHENED JUNIOR OFFICER RECRUITMENT AND DEVELOPMENT PROGRAMS, THE CAREER-LINES CONCEPT, AND DEVELOPMENT AND WIDER SELECTION OF CAREER EXECUTIVES.</p> <p>43. DEVELOP, UNDER STATE'S LEADERSHIP, A COORDINATED INTERAGENCY PROGRAM OF PERSONNEL RESEARCH AS A TOOL TO GUIDE CONTINUING PERSONNEL IMPROVEMENTS.</p> | <p>41. DISAPPROVED, EXCEPT FOR NATIONAL FOREIGN AFFAIRS COLLEGE.</p> <p>42. APPROVED. EACH AGENCY TO IMPLEMENT WITHIN EXISTING LEGISLATION.</p> <p>43. APPROVED. THE 3 AGENCIES, WORKING CLOSELY IN CONCEPT, TO IMPLEMENT BY ADMINISTRATIVE ACTION.</p> |
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COL. WHITE'S QUESTIONS

POD COMMENTS

PRS COMMENTS

A. DEVELOPMENT OF EXECUTIVES

1. THE NEED FOR BETTER TECHNIQUES TO PICK CANDIDATES.

1. NOMINATIONS FOR MID-CAREER PROGRAM & SENIOR SCHOOLS OFFER NATURAL POINTS FOR SELECTION. BUT COMPONENTS MUST BE MORE WILLING TO GIVE UP KEY PEOPLE FOR SUCH DEVELOPMENT.

SUGGEST CONCENTRATING PRESENT EFFORTS ON PENDING PROPOSAL FOR SENIOR EXECUTIVE PROGRAM. AFTER IT IS ESTABLISHED CAN WORK TO EXTEND PHILOSOPHY AND CONCEPTS TO LOWER ECHELONS. UNTIL THIS HAPPENS, EFFORTS AT LOWER ECHELONS WILL REMAIN HANDICAPPED BY LACK OF FULLY DEVELOPED CONCEPTUAL BASE AND COORDINATED CENTRAL DIRECTION.

2. NEED BY BROADER AND MORE EQUAL PARTICIPATION BY COMPONENTS.

2. BROADER-YES. BUT COMPONENTS HAVE DIFFERENT NEEDS AND DIFFERENT POTENTIALS.

3. NEED FOR EARLIER FORECASTS OF REQUIREMENTS & SELECTION OF CANDIDATES

3. HARD TO FORECAST TIMING OF NEEDS, THIS IS A JOB FOR TOP MGT ANYWAY, NOT OP. SHOULD BEGIN EARLIER TO DEVELOP ADEQUATE NUMBER OF CANDIDATES.

B. RECOGNITION & COMPENSATION OF SPECIALISTS

1. NEED TO IDENTIFY SPECIALISTS (OTHER THAN S&T) AND DETERMINE DEGREE TO WHICH WE CAN PROVIDE ADEQUATELY FOR THEIR CAREER PROGRESSION AND PAY.

1. FAVOR INTER-CAREER SERVICE COMMITTEE FOR GRAPHICS ART PEOPLE; OP TO MONITOR BUT NOT TO MAKE COMMAND DECISIONS.

AGREE THAT GRAPHICS ART PEOPLE AND OTHER "HOMELESS" SPECIALISTS NEED CENTRAL POINT CONCERNED WITH THEIR CAREERS. BUT DO NOT BELIEVE THIS IS URGENT PROBLEM.

C. PROMOTION POLICY

1. HOW CAN WE ACCOMPLISH A UNIFORM POLICY?

1. BY CENTRAL REVIEWING AND MONITORING IN OP OF HEADROOM, TIME IN GRADE, ETC. QUESTION NEED AND DESIRABILITY OF UNIFORM POLICY FOR PROFESSIONALS BUT AGREE TO POLICY FOR CLERICALS AND JR. PROFESSIONALS.

SUGGEST PROMPT PRS SURVEY OF PROMOTION POLICIES AND PRACTICES OF EACH CAREER SERVICE TO DETERMINE PRESENT SITUATION AND CHANGES NEEDED.

2. SHOULD WE ABOLISH 1-GRADE PROMOTIONS FOR PROFESSIONALS? HOW TO EQUALIZE COMPETITIVE POLICIES AND PROMOTION RATES AMONG COMPONENTS?

2. YES, WE SHOULD ABOLISH. CENTRAL MONITORING WITH PUBLICITY RE DISPARITIES AND INEQUITIES WILL IMPROVE POLICIES.

FAVOR RETAINING 1-GRADE PROMOTIONS FOR PROFESSIONALS, BUT GRANTING EXCEPTIONS AND ACCELERATING RATES FOR OUTSTANDING PEOPLE.

3. HOW DO CIA POLICIES COMPARE WITH OTHER AGENCIES AND WITH INDUSTRY, PARTICULARLY RE OUTSTANDING PEOPLE WHO DESERVE RAPID PROMOTION?

D. CAREER PLANNING

1. HOW CAN WE DEVELOP A REALISTIC SYSTEM WITH PROPER PARTICIPATION BY INDIVIDUALS?

1. REQUIRES SPECIAL EFFORT ON PART OF COMMAND AND CAREER SERVICE HEADS WHEN THEY ARE NOT ONE AND THE SAME. PROPOSE ADOPTION OF SUGGESTIONS WATTLES HAS PREVIOUSLY MADE FOR PERSONNEL CAREER SERVICE.

AGREE A MORE FORMAL SYSTEM IS NEEDED. BUT IT SHOULD EMPHASIZE SOUNDER CONCEPTS AND PHILOSOPHIES RATHER THAN RITUALS AND PAPERS. SUGGEST USING PERSONNEL CAREER SERVICE AS A "GUINEA FIG."

E. INTER-CAREER SERVICE MOVEMENT

1. CAN WE DETERMINE WHICH POSITIONS REQUIRE EXPERIENCE?

1. PROBABLY, THOUGH WE DON'T KNOW AT PRESENT.

BELIEVE THIS VERY BROAD SUBJECT DESERVES EXTENSIVE STUDY.

ENCE IN MORE THAN ONE CAREER SERVICE?

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2. DO WE KNOW WHICH TOP POSITIONS REQUIRE TECHNICAL COMPETENCE?
3. WHAT COMMUNICATIONS SYSTEM IS BEST TO FOSTER INTER-SERVICE MOVES?
4. DO WE NEED A HQS. REASSIGNMENT QUESTIONNAIRE?
5. CAN BREADTH BE DEVELOPED OTHER THAN BY INTER-SERVICE MOVES?

2. NOT TODAY, BUT WE CAN AND SHOULD.
3. PREFER TO TRY MONTHLY MEETINGS OF PERSONNEL OFFICERS FIRST. ADVERTISING VACANCIES IN NOT BEST SOLUTION.
4. YES, BUT SHOULD BE TIED IN WITH CAREER PLANNING.
5. DEPENDS ON THE MAN AND THE JOB INVOLVED.

OF OP, WORKING THROUGH THE PAB. SUGGEST BREAKING IT INTO TOPICS OF MANAGEABLE SIZE AND STUDYING THEM INDIVIDUALLY BEFORE ATTEMPTING GENERAL SOLUTIONS.

F. ACCESSIONS FOR A CAREER SYSTEM - RECRUITMENT

1. SHOULD WE LIMIT RECRUITMENT AGAINST VACANCIES TO CRITICAL JOBS & EMPHASIZE JUNIOR PROFESSIONAL RECRUITMENT?

1. YES, BUT WILL ALWAYS NEED THE LEAVENING OF SOME LATERAL ENTRIES.

1. YES, WHERE FEASIBLE. BUT WILL ALWAYS NEED AND WANT SOME LATERALS.

2. SHOULD WE HAVE A SYSTEM FOR LONG-RANGE PERSONNEL PROJECTIONS? HAVE WE FAILED TO ANTICIPATE NEEDS?

2. TO EXTENT POSSIBLE, BUT THIS IS A PROBLEM OF NEW MISSIONS. ADPS IS EXAMPLE OF FAILURE TO ANTICIPATE.

2. YES, AS A MATTER OF PRIORITY. AND FIRST EFFORT SHOULD BE TO IMPROVE VALIDITY OF T/O'S SO THEY REPRESENT ACCURATE, REALISTIC STATEMENTS OF CURRENT STAFFING REQUIREMENTS.

3. IS A NATION-WIDE TESTING PROGRAM FEASIBLE?

3. YES.

3. YES. PRD SHOULD HANDLE.

4. SHOULD THE SAME SELECTION CRITERIA BE USED IN JUDGING PROMOTIONS FROM SUB-PROFESSIONAL TO PROFESSIONAL AS WE APPLY TO EXTERNAL RECRUITS? HOW DO WE ENFORCE?

4. YES. ENFORCE THROUGH THE PLACEMENT OFFICER.

4. YES. POD SHOULD DEVELOP CRITERIA AND APPLY THEM IN REVIEWING ACTIONS. CRITERIA SHOULD INCLUDE OBJECTIVE TESTS.

5. SHOULD WE HAVE UNIFORM QUALIFICATIONS STANDARDS FOR JR. PROFESSIONALS AND ENTRANCE GRADE COMPANABILITY IN ALL COMPONENTS?
6. SHOULD THERE BE MORE RESERVE APPOINTMENTS FOR SPECIALIZED VACANCIES?

5. TO THE DEGREE POSSIBLE, BUT WE MUST BE ALIVE TO CONDITIONS OF THE OUTSIDE MARKET WHERE, FOR INSTANCE, ENGLISH MAJORS WILL ALWAYS BE CHEAPER THAN NUCLEAR PHYSICISTS.
6. YES, FOR THOSE HAVING LITTLE IN COMMON WITH OTHER PARTS OF THE AGENCY. PM IS PRIME EXAMPLE.

5. TO THE EXTENT POSSIBLE, ESPECIALLY WHEN "LIKE KINDS" ARE INVOLVED. BUT THERE WILL BE MANY TIMES WHEN "APPLES" AND "ORANGES" CAN'T BE TREATED EXACTLY THE SAME.
6. AS A GENERAL CONCEPT, YES. BUT THE PROBLEM OUGHT TO BE STUDIED BY POD AND PRS BEFORE ANY SPECIFIC CONCLUSIONS ARE REACHED.

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BSD COMMENTS

PRD COMMENTS

SWD COMMENTS

CSPD COMMENTS

EVE THERE IS VALUE IN A FLEXIBLE SYSTEM THAT
ITS A PERSON TO DEVELOP HIMSELF. TRICK IS FOR
TO RECOGNIZE WHEN TO STEP IN AND HELP WITH
BROADER DEVELOPMENTAL OPPORTUNITIES.

(COMMENTS WERE MADE ONLY ON TOPIC F)

- (COMMENTS WERE MADE ONLY ON TOPICS B & F.)
1. POTENTIAL CS EXECUTIVES ARE IDENTIFIED FOR
SEMI-ANNUAL PROMOTION REVIEWS AND ACTIONS
OF PMC. MID-CAREER TNG SELECTIONS WILL PROVIDE
ANOTHER MEANS. SUGGEST AGENCY REVIEW OF GS-15'S
FOR EXECUTIVE DEVELOPMENT.
 2. TO AVOID WASTE AND INEFFICIENCY, WE SHOULD BE HIGHLY
SELECTIVE IN CHOOSING PEOPLE TO MOVE ACROSS COM-
PONENT LINES.
 3. PRESENT SYSTEM SEEMS ADEQUATE.

IALSIT" CAN BE AN OVERWORKED AND MISUNDERSTOOD
AND CONCEPT. SUGGEST THAT LOOSE SYSTEM OF
IOUS SPECIALIZATION IN SP SERVICE IS STILL
BLE ENOUGH TO PERMIT MOVEMENT IN AND OUT OF
ALITIES WHEN IN BEST INTERESTS OF ALL.

NEW SPS AND SUPERGRADE SLOTS FOR SPECIALISTS
ARE NOTED. BELIEF IS EXPRESSED THAT
SENSIBLE CLASSIFICATION ACTIONS CAN PRO-
VIDE WHATEVER SALARY RECOGNITION IS NEEDED.

PRESENT COMPENSATION SYSTEM IS ADEQUATE. BUT NEED
ADDITIONAL CAREER DEVELOPMENT PROGRAMS FOR
SPECIALISTS WHO WANT TO GENERALIZE OR TO CROSS
COMPONENT LINES.

R CLIMATE OF OBJECTIVE JUDGMENT RE PROMOTIONS
L SUPERVISORY LEVELS AND PLACE OBJECTIVE
E ON BOARDS AND PANELS.

RETAINING 1-GRADE PROMOTIONS FOR MOST
SSIONALS.

VE CIA POLICIES AND PRACTICES COMPARE MOST
ABLE WITH OTHER AGENCIES.

VE BEST PLANS ARE THOSE IN WHICH THE INDIVIDUAL
LITTLE PRELIMINARY PARTICIPATION. PRIME
STABILITY BELONGS TO MGT.

1. THROUGH THE LEADERSHIP OF I/PERS AND PAB. SUR
STUDY AND EVALUATION OF PRESENT SYSTEMS.
2. STUDIES SHOW FAIRLY COMPARABLE PROMOTION PROGRESS-
ION FOR EACH COMPONENT.
3. ANSWER REQUIRES ADDITIONAL INFORMATION FROM OUT-
SIDE SOURCES.

BELIEVE INDIVIDUALS SHOULD BE PERMITTED TO EXPRESS
THEIR CAREER OBJECTIVES. CENTRALIZED ASSIGNMENT
PROCEDURES IN EACH SERVICE REPRESENT BEST SYSTEM
AND GIVE EMPLOYEES MAXIMUM EXPOSURE TO TYPES OF
WORK THEY WANT.

WHEN IT IS INAPPROPRIATE TO TRY TO SPECIFY THAT AN INCUMBENT OF ANY POSITION HAVE EXPERIENCED THIS OR THAT AREA.

IDEAL STANDARDS CAN BE SET BUT, IN FINAL ANALYSIS, YOU CHOOSE THE BEST MAN AVAILABLE. NOT SURE WE SHOULD FOSTER SUCH MOVEMENTS. THIS IS A DECISION FOR MGT.

NO.

YES. IT ISN'T ALWAYS NECESSARY TO BE ASSIGNED TO ANOTHER AREA TO GAIN A KNOWLEDGE APPRECIATION, AN UNDERSTANDING OF IT.

YES.

HAVE A REASONABLY LONG-RANGE SYSTEM FOR MEETING NEEDS. OUR PROBLEM HAS NOT BEEN MEETING REASONABLE REQUIREMENTS BUT RATHER MEETING THE UNUSAL AND EMERGENCY.

YES. THE SAME BASIC SELECTION CRITERIA SHOULD APPLY IN ASSIGNING A PERSON TO A JOB EITHER BY RECRUITMENT OR BY PROMOTION.

SHIPPING JOBS ASIDE, IT IS FEASIBLE TO HIRE ONLY SENIOR JUNIOR OFFICERS AT COMPARABLE PAY RATES.

YES. USE A RESERVE APPOINTMENT FOR ANY POSITION WHEN THERE IS A CLEAR INDICATION THAT HIS SERVICE WILL NOT BE REQUIRED FOR A FULL CAREER.

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VERY FEW SUCH POSITIONS. MORE DEPENDS ON WHAT A PERSON CAN DO THAN ON WHERE HE HAS SERVED.

2. CAN GET READILY BY POSITION ANALYSIS.

3. USE COMPONENT PERSONNEL OFFICERS.

4. YES-ON A SELECTIVE BASIS. ALTERNATE TECHNIQUES INCLUDE CENTRAL REVIEW BY CAREER BOARD.

5. IN MANY CASES, YES.

WE WILL ALWAYS NEED TO RECRUIT A NUMBER OF SPECIALISTS-SCIENTISTS, AREA SPECIALISTS, LINGUISTS, ECONOMISTS, ETC. ALSO IT IS CHEAPER TO RECRUIT MED TECHS, COMMO SPECIALISTS ETC THAN TO TRAIN THEM. BUT WE SHOULD EXPAND JOINT RECRUITMENT AND CENTRALIZE IN OP THE HIRING OF CERTAIN CATEGORIES SUCH AS OCR AND R&D ANALYSTS.

2. YES, ALONG WITH SPECIFIC PLANS FOR TRAINING AND RETOOLING IN-DUTY PERSONNEL AS NEEDED.

3. THE QUESTION WARREN'S SPECIAL STUDY. WE TRIED THIS IN 1960 WITH NSA BUT IT DIDN'T WORK. ANY TESTING PROGRAM WOULD HAVE TO BE EXCLUSIVELY FOR CIA.

4. YES. ENFORCE BY APPLYING QUALIFICATION STANDARDS ESTABLISHED FOR THE VARIOUS POSITIONS.

5. YES, WITH APPROPRIATE ADJUSTMENTS, SUCH AS IN-HIRE RATES BEING USED AS NEEDED.

6. YES, ESPECIALLY WHEN A CANDIDATE'S AGE IS SUCH THAT HE COULD NOT EARN A REASONABLE RETIREMENT INCOME BEFORE REACHING 62. ALSO, CERTAIN POSITIONS ARE OF SUCH A NATURE THAT THEY SHOULD BE DESIGNATED AS "NON-CAREER" AND OPEN ONLY TO RESERVES.

THE BASIC PROBLEM IN RECRUITING IS THE NEED TO DETERMINE REALISTICALLY THE REQUIREMENTS OF A CAREER SERVICE. STAFFING COMPLEMENTS SHOULD REFLECT THESE REQUIREMENTS. SWD, WORKING WITH THE COMPTROLLER, IS URGING STAFFING COMPLEMENTS WHICH AGREE WITH CEILING ALLOCATIONS, ARE CONSISTENT WITH THE BUDGET, AND ARE REVIEWED AT LEAST ANNUALLY.

1. YES.

2. BASIC NEEDS MAY BE FORECAST. SPECIAL NEEDS ARISING FROM NEW PROGRAMS (NP-C) RARELY CAN BE.

3. DO NOT BELIEVE ESSENTIAL OR DESIRABLE.

4. YES, COMPARABLE STANDARDS SHOULD APPLY BUT FULL CREDIT MUST BE GIVEN DEMONSTRATION ABILITY. ENFORCE BY OP CONSULTATION WITH CAREER SERVICES.

5. YES. CAN ACCOMPLISH THRU CENTRALIZED APPROVALS OF D/PERS.

6. YES. CS IS NOW USING WHEREVER PRACTICAL.

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REMOVED COMMITTEE REPORT

HERTER COMMITTEE REPORT

Legislation authorizing an Executive Under Secretary of State, a National Foreign Affairs College, and major changes in the Government's foreign affairs personnel systems was recommended recently by a committee of prominent private citizens under the chairmanship of former Secretary of State, Christian Herter. The Committee's Report entitled Personnel for the New Diplomacy represents a comprehensive examination of the personnel problems and needs of the Department of State, AID, and USIA. The Report was presented to the Secretary of State 8 December 1962 and immediately thereafter was published by the Carnegie Endowment for International Peace and widely distributed.

From the date of its release, the Herter Report has been the object of intensive study and debate by an impressive array of Government committees, interagency task forces, public advisory groups and private individuals. For it was clear from the outset that the recommendations in this 161 page Report will exert some rather far reaching influences on the personnel programs of the three agencies immediately concerned and, in a less direct way perhaps, on the personnel policies of all other agencies which have employees serving abroad.

Official reactions to the Herter Report are being developed by a number of senior executives and working groups assigned to the task in early January.

But it will be several weeks, perhaps months yet, before the results of their work are known. Meanwhile, it is quite apparent that every one of the Committee's recommendations is being studied closely and none will go unheeded.

FORMATION OF HARTER COMMITTEE

Late in 1961, at the request of Secretary Rusk, a Committee on Foreign Affairs Personnel was set up under the auspices of the Carnegie Endowment for International Peace, with financial support provided also by the Ford Foundation and the Rockefeller Brothers Fund. The 12-man Committee, headed by Christian A. Harter, was composed entirely of private citizens, most of whom had previously been professionally involved in foreign affairs.

According to its terms of reference, the Committee's purposes were:

"to analyze and forecast as accurately as possible the United States Government's personnel requirements in the foreign affairs field over the next decade, and to strengthen the ability of the Government to find, develop, and make maximum use of personnel with the skills and talents required."

In carrying out its mission, the Committee concentrated on executive and professional personnel in foreign affairs "in the belief that requirements in these categories are the most crucial." And in formulating recommendations and proposals, the Committee "focused more on principles than on matters of procedure."

To conduct their studies, the Committee and staff used various methods. A number of key Government officials appeared before the full Committee. All

employees of the three principal agencies concerned were invited to send in ideas and suggestions. More than one thousand persons were interviewed or participated in group discussions. Committee and staff members visited 32 overseas posts scattered in every major region of the world. The staff and consultants conducted a variety of research studies, statistical analyses, inquiries by questionnaire, and brief investigations of certain other foreign services.

Besides Mr. Harter, members of the Committee were:

Don K. Price, Jr., Vice Chairman, Dean of the Graduate School of Public Administration, Harvard University, member of Hoover Commission in 1949

George V. Allen, President of the Tobacco Institute, former Career Ambassador and Director of UNIA

Kenneth B. Clark, Professor of Psychology, City College of N. Y.

Carlisle H. Henselins, President of Colonial Williamsburg, Inc., and former Deputy Under Secretary of State for Administration

Joseph E. Johnson, President of the Carnegie Endowment for International Peace

Hilton Kats, Director of International Legal Studies, Harvard Law School

James A. Perkins, Vice President, Carnegie Corp. of N. Y.

James Rowe, attorney, former Chairman of the Advisory Committee on Personnel to the Secretary of State

James Hopkins Smith, Jr., former Director of the International Cooperation Administration

Arthur K. Watson, President of IBM

John Hay Whitney, Publisher of the New York Herald Tribune, former Ambassador to Great Britain, member of Wriston Committee in 1954.

Aiding the Committee was a staff of 11 under the direction of Professor Frederick C. Mosher of the University of California at Berkeley.

KEY RECOMMENDATIONS

The Harter Report makes 43 specific recommendations. And it urges the Department of State to spearhead interagency efforts to implement these proposals as soon as possible by efforts which include:

Prompt submission of draft legislation to the Congress authorizing an Executive Under Secretary of State, a National Foreign Affairs College, and a foreign Affairs personnel structure and system.

Early institution of administrative actions that can be taken under existing legislative authority, and corollary strengthening of agency machinery and quality of staff engaged in important personnel activities;

Development of a coordinated, systematic program of personnel research.

EXECUTIVE UNDER SECRETARY

The Report recommends a strong leadership role for the State Department

not only in formulating foreign policies but also in carrying them out. To this end a new post of Executive Under Secretary of State is proposed as the third-ranking official in the Department with broad responsibilities "to assure that foreign policies and programs are carried out with maximum effectiveness."

The Executive Under Secretary would see to it that policies are translated into action and that programs are supported by adequate resources. Acting in the Secretary's behalf as a senior staff officer, he would assure that:

"Foreign affairs personnel and machinery are adequate to the nation's international responsibilities";

"Policies are supported by action programs and by the means and resources for their realization";

"The processes of policy making, program development, budgeting, and administration are brought into an effective union"; and

"Interagency relationships and personnel arrangements are properly coordinated."

The Committee emphasized that the Executive Under Secretary should command a range of responsibilities broader than the internal administration of the State Department. The latter would be placed under an official who would combine the present duties of the Deputy Under Secretary for Administration and the Assistant Secretary for Administration.

It was proposed that the position of Executive Under Secretary "normally be filled by a career public official or by a person with pertinent experience in the public service." But the Committee emphasized the need for incumbents to remain in the job for extended periods of time to provide much needed continuity of experience.

In the Report's only dissent, Committee members George V. Allen and James Row argued that this new Post should be called "Permanent Under Secretary", it should be in the direct chain of command over all foreign policy problems, and it should be filled by a career Foreign Service Officer.

PERSONNEL SYSTEMS

The Committee urged that in order to provide a rational personnel framework for the conduct of foreign affairs activities at home and abroad:

"Career foreign services should be established for the permanent professional personnel of the foreign information and foreign aid programs";

"Under the leadership of the Executive Under Secretary of State, the respective foreign affairs personnel systems of the Department of State, USIA, and AID should be organized and administered as a family of compatible systems reflecting substantial uniformity in personnel policies and coordinated personnel operations; each agency should, however, retain administrative control of personnel actions involving its employees";

"The domestic as well as the overseas personnel of the Department of State, USIA, and AID should be administered outside the Civil Service system under arrangements that will provide each agency head maximum flexibility in the use of his personnel and will assure equitable treatment of all personnel";

"Each foreign affairs agency should have its own service, distinctly identified, within which personnel should be grouped in appropriate categories; but all personnel should be paid on the basis of a single salary schedule";

"The Foreign Service of the United States should, as a general rule, serve as the vehicle for activities of the primarily domestic agencies of the Government which have an important bearing on foreign policy; for this purpose, its personnel administration should be modified to accommodate better the needs and interests of those agencies."

In elaborating its general recommendations, the Committee stressed that the personnel systems for State, UNIA, and AID should have uniformity in policies and equality in conditions of service; joint conduct of operations where desirable; and systematic interchange of personnel, with provisions also for transfer.

According to the Committee, the Foreign Service should be the principal vehicle for overseas activities of other agencies which, though primarily domestic, have significant foreign policy implications. The creation of new foreign affairs services and overseas personnel systems should be avoided and efforts made to accommodate them within the Foreign Service. Consideration should be given specifically to bringing into the Foreign Service the overseas personnel of the Foreign Agricultural Service and the attaches of the Treasury Department.

An interagency "Board of Foreign Affairs Personnel", chaired by the new Executive Under Secretary, would be established "as an indispensable mechanism" to assist in bringing about compatible personnel systems, parallel policies, and joint operations.

Other important proposals included establishing "manpower planning machinery" to "assess manpower requirements in the light of program plans" and to project such requirements five to ten years in advance; merging the efforts of State

UNIA, and AID to recruit junior officers into their career foreign services and strengthening the development programs for such officers; and supplementing junior officer recruitment by a "positive program to seek out and bring into the career services at intermediate and higher levels experienced persons of high quality, particularly to meet specialized needs, subject to rigorous competitive examination."

Far-reaching as the Committee's recommendations may seem, few are really new of course. Most of them echo proposals in earlier studies done by such groups as the Hoover Commission, the Howe Committee, the Wriston Committee, and the Brookings Institute - to mention a few. Perhaps this fact is not surprising since the 18-man Harter Committee contained at least one member from each of the major groups to study the operations of the State Department in the past 15 years. However, it does point up the difficulty of bringing about fundamental changes in personnel systems as complex as those of our foreign affairs agencies. And whether the Harter Committee will achieve results that its predecessors did not, remains to be seen.

PERSONNEL POLICIES

The Report contained a number of major proposals "to guide the development and utilization of career personnel to meet the requirements of the new diplomacy":

"Each foreign affairs agency should establish strong career development programs, to operate within guidelines provided by the manpower planning operations":

"The work of career development should be further ordered by three primary policy orientations: the concept of functional career lines; increased emphasis on area specialization; and differential treatment at

each of the three basic career stages - junior, mid-career, and senior";

"The procedures of promotion panels should be modified to make them more responsive to agency needs for specialized talents and to assure consideration of both specialized competence and general qualifications";

"The ranks of career minister and career ambassador should be open to qualified senior career officers in AID and USAID; the senior executive personnel of the foreign affairs agencies should constitute a pool of talent for key assignment, where appropriate, across agency lines";

"The foreign affairs agencies should each have selection-out authority, but such actions on the basis of time in class should be eliminated";

"Appropriate foreign service employees of USAID and AID should be placed under the Foreign Service Retirement System";

"Differences in benefits accorded overseas employees of comparable rank and responsibility should be eliminated to the maximum practicable extent."

Other significant proposals related to an improved system for evaluating employee performance and capabilities; the expansion and equalization of retirement and other benefits; and adjustments in assignment policies. On the latter point, the Committee stressed the importance of having foreign service personnel serve "a significant portion of their careers in the United States." It suggested that "while flexibility in length of overseas tours is essential, officers should normally be returned for a 'home' assignment after not more than eight years of service abroad." The Committee endorsed, in general, the objective of longer tours of duty at a particular post, ranging in unusual instances up to as long as six or eight years. But it added that "all officers serving abroad, including area specialists, should be reassigned to another geographic

area as needed to preserve objectivity and perspective." The Report emphasized that assignment policies should reflect the requirements of the three career stages. Tours of duty of junior officers, for example, should be comparatively short in order to provide a variety of functional and area experience, including at least brief exposure to the work of one of the other foreign affairs agencies. And at the mid-career level, "assignment should stress functional experience and area expertise."

The importance of specialists outside the career system was highlighted in several suggestions for improving the recruitment and training of professional specialists for AID programs.

The recommendation to open the ranks of career minister and career ambassador to qualified members of AID and USAID was described as the "keystone of the Committee's concepts of a family of services and compatible personnel structures and its emphasis on the need to broaden the base for selection of executive talent." The Report added that "recommendations for promotions to these ranks should be made by the Board of Foreign Affairs Personnel to the Secretary of State before submission to the President" and "experience in at least two foreign affairs agencies should become a normal qualification for such promotions."

PERSONNEL FOR THE NEW DIPLOMACY

Observing that the changing role of the United States in a rapidly changing world has called into being a new and enlarged concept of foreign affairs, the Committee expressed the view that "this in turn entails a different conception of the role and the kinds of personnel engaged in it." Three principal objectives

were cited in determining the kinds of "New Diplomats" required for our "New Diplomacy."

They must be oriented to positive actions. "Their responsibilities include not only watching things happen and reporting them, but also helping to make them happen."

They must include competent specialists in many different areas and many different professions. For our responsibilities in world affairs "cannot be adequately met by 'generalists' with a superficial knowledge of all relevant specialties."

They must be "first and foremost representatives of the United States and not merely representatives of the individual agencies that sent them there or of their particular specialties or profession." This requires an underlying level of understanding and agreement among foreign affairs officials as to the goals of our nation and the content and use of the various possible instruments in achieving those goals.

In the view of the Committee, four qualities are vital to the "New Diplomats": a zeal for creative accomplishment, a deep understanding of American life and culture, the ability to communicate effectively across cultural barriers, and capacity for adaptability and flexibility.

With respect to personnel recruitment, the Committee emphasized key points:

Foreign affairs agencies must attract dynamic, high-caliber junior people;

They must improve their recruiting techniques to assure the selection of the best of those who apply in terms of their own personnel needs, and

Each agency must strike a balance between recruiting at the bottom levels, persons with high academic records but little experience, and older, experienced persons at higher levels.

The Report noted the chronic problem the Foreign Service has had in attracting and holding specialists in a number of fields. Shortages were listed among economists and other social scientists, management specialists, politics-military experts, persons experienced in international organization affairs, and intelligence experts.

The Report added that "every major personnel study of the Foreign Service since the enactment of the Foreign Service Act has called for increased recognition of specialization in the Foreign Service Officer category." Yet "junior FSO's are still largely recruited from the academic disciplines traditionally associated with the Foreign Service - history, international relations and political science - and there has been a conspicuous short-fall in the fields in which specialization is most needed, such as economics and administration." Further "the proportion of FSO appointments at mid-career levels, a potential source of seasoned specialists, has been declining over the past three years." And finally, "the promotion system for FSO's is commonly regarded as not affording equal protection for specialists."

NATIONAL FOREIGN AFFAIRS COMMISSION

"Given the dynamic world in which foreign affairs personnel must operate," the Committee stated, "opportunities for training and continuing professional

education should equal the best available to any profession. This is not now the case. In order to strengthen the professional qualifications of foreign affairs personnel:"

"The quantity of training and education available to foreign affairs personnel should be increased, and its quality should be elevated";

"A new and highest-quality National Foreign Affairs College should be established to offer appropriate courses at advanced levels and to provide the institutional coordination and direction for foreign affairs training programs, whether pursued in governmental or non-governmental agencies";

"Administrative machinery should be developed for the projection of training requirements for the foreign affairs agencies";

"Professional training and education programs, whether offered by government or private institutions, should be planned and meshed with projected patterns of career growth."

To introduce its views on "education and training for the New Diplomacy", the Committee expressed the conclusion that "the truly professional nature of foreign affairs work, and the educational requirements that accompany it, are inadequately recognized in present training programs. As a goal, it suggested that one year in ten would not appear unreasonable for professionals in the field of foreign affairs to devote to training, exclusive of language instruction. This would have the effect, it noted, of doubling the total amount of training, other than in languages, in the State Department and quadrupling it in both AID and USAID.

In recommending a National Foreign Affairs College the Committee viewed the time as "ripe for a new training institution of the highest quality to

debate and, in the process, are contributing very useful commentaries and analyses. In addition, a Presidential Advisory Committee, chaired by a key member of the Harter Committee, has taken separate action to push for quick approval of a "National Academy of Foreign Affairs."

THE PERKINS COMMITTEE

While the Harter Committee was concluding its activities, one of its members, Dr. James A. Perkins, was directing the work of a special Presidential Advisory group formed to examine the needs of the foreign affairs agencies for advanced training facilities.

In a report to the President on 17 December 1962, the Perkins Committee recommended the establishment of a National Academy of Foreign Affairs "with an autonomous charter, operating at the highest level of Government and aiming for a level of quality equal to that of our best universities." The proposed Academy would "concentrate on interdepartmental programs and leave purely department concerns to the individual agencies." In the Committee's view, the Academy would absorb most of the functions of the present Foreign Service Institute.

Upon receipt of the Perkins Report, the President strongly endorsed its basic ideas and asked Secretary Rusk to take the lead in formulating the necessary legislation. This was done and a bill proposing a National Academy of Foreign Affairs was submitted to Congress, with an accompanying letter from the President, on 11 February 1963.

The Perkins proposals rather closely paralleled those the Harter Committee had made with respect to a National Foreign Affairs College. Therefore, action on the Perkins Report disposed of both recommendations.

serve the needs of the Department of State, USAID, AID and other agencies of the Federal Government with foreign affairs responsibilities." The new College would replace the Foreign Service Institute, and would offer studies at the graduate level, as well as coordinating arrangements for the training of foreign affairs personnel at private institutions. It would be semi-autonomous, with policy direction provided by a Board of Trustees appointed by the President and including both Government officials and outstanding public members. The executive leader would be a Chancellor "of recognized high attainment" nominated by the Board and appointed by the President.

The College would have a small, permanent core faculty of persons with both academic and practical experience, supplemented by specialists from the staffs of Government agencies and perhaps retiring career ambassadors or ministers. The staff would also include visiting professors from leading colleges and universities.

Non-professional and routine staff training would remain with the individual agencies, but the College would assist in the systematic development and coordination of plans for individual training programs and courses.

FOLLOW-UP ACTIONS

Follow-up actions on the Harter Report are taking place along two main lines: within the Government - senior officials, aided by a number of inter-agency committees and task forces, are conducting detailed studies of the individual recommendations in the Report; outside the Government - private individuals and groups are subjecting many of the recommendations to lively

INTERAGENCY COORDINATION

When Secretary Rusk received the Harter Report on 8 December, he said publicly that: "It is clear that the recommendations are of major significance; this Report will not go unheeded." To match the Secretary's words with deeds, the Department has moved vigorously to act on the Harter recommendations. Responsibility for directing and coordinating its efforts has been given the Deputy Under Secretary for Administration. And assisting him is an interagency Executive Committee appointed to deal with all facets of the Harter Report except the recommendations to create the post of Executive Under Secretary of State and to establish a National Foreign Affairs College. These two proposals are being handled separately.

Executive Committee

The membership of the Executive Committee represents five agencies as follows:

Chairman: William H. Overick, Jr.

Deputy Under Secretary of
State for Administration

John W. May, Jr.

Chairman, Civil Service
Commission

Frank M. Coffin

Deputy Administrator, AID

Donald M. Wilson

Deputy Director, USIA

Kenneth R. Hansen

Assistant Director, Bureau
of the Budget.

Steering Committee

A Steering Committee has been set up to carry out decisions of the Executive Committee and to coordinate the work of five interagency Task Forces which are to do the staff work. In addition, State, AID, and USIA

have work groups on Harter recommendations which affect them uniquely (e.g., manpower planning) and their efforts are coordinated through the Steering Committee. Members of the Steering Committee are as follows:

Chairman: Herman Follock

Deputy Assistant Secretary
for Personnel, State

Ray Crowley

Director of Personnel, AID

Don Foster

Acting Assistant Director
(Administration) UNIA

O. Glenn Stahl

Director, Bureau of Programs
and Standards, CSC

Irving Lewis

Deputy Chief, International
Division, Bureau of the Budget.

Task Forces

Five interagency Task Forces are at work developing specific policies and proposals. Their initial reports are expected by 1 May 1963. The Task Forces, each one of which has representation from all agencies concerned, will deal with:

1. Legislation
2. Personnel Systems
3. Personnel Operations
4. Recruiting
5. Personnel Research.

INDEPENDENT ACTIONS

Among the many individuals, private groups, institutions, and periodicals that have been studying and writing about the Harter Report since last December, at least three deserve special mention:

The Woodrow Wilson School of Public and International Affairs at Princeton University has published a commentary on the Harter Report titled Personnel for Foreign Affairs. The publication is based on a two day conference of 36 outstanding Government and public figures, including a leading member of the Harter Committee and also its staff director, who discussed and appraised the Report in a session held 13-14 December 1962.

The American Foreign Service Association has commented about the Harter report in several places including an editorial in the February issue of the Foreign Service Journal.

The Foreign Service Journal has carried in its monthly issues several news items on the Harter Report and a number of articles and letters from interested subscribers.